

INSCOM INSIGHT

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photo by Tech. Sgt. Jeremy Lock

Ready to Rumble

Spc. Laurence Lane and Pfc. Robert Ratke, both 66th Military Intelligence Group Soldiers, practice combat training during Warrior Week Training for Headquarters and Headquarters Detachment, 66th MI Group, U.S. Army Intelligence and Security Command. Combat training was one of a myriad of techniques and skills Soldiers practiced during the week-long training, which also included road marches, Common Task Training, Nuclear Biological and Chemical training, and obstacle courses. The training was an effort to keep the unit proficient in their Soldiering duties and skills despite the limited resources available overseas.

For more on WARRIOR WEEK TRAINING, see Page 8.

*Inside
INSCOM
Insight...*

**INSCOM welcomes
Lean Six Sigma**
page 3

**Chaplain Howell:
Faith through adversity**
page 5

**INSCOM 2006
Golf Tournament**
page 10

FOCUS ON SAFETY

Lightning Dangers



Lightning kills more people in America than hurricanes or tornadoes in an average year, as 300 lightning injuries are reported each year.

Lightning recently claimed one Soldier's life. The Soldier, along with four others, was erecting a tent that had blown over during a storm and was struck by lightning. Including this accident, there were 11 Army Ground Accidents involving a lightning strike from 2000 to June 2006, resulting in one Soldier's death.

No place is safe in a thunderstorm. If you are hearing thunder, the storm is close enough that you could be hit by lightning, even when the sky is blue. Did you know that lightning can travel 10 miles from a storm? Even after the storm has passed by, there is danger for about another 30 minutes. Half of all lightning deaths occur after the thunderstorm has passed.

While vehicles can offer protection, the windows must be rolled up before it becomes safe shelter, and only for closed-top metal vehicles. Lightning can sometimes blow out the vehicle tires or shatter the windshield. Indoors is the best place to be during a thunderstorm, but if you must be outside, figure out a safe place you can quickly reach before you see the first lightning bolt.

If you find yourself out when lightning is in the immediate area and there is no safe

shelter around, stay a small distance apart from others so the lightning won't travel between you in the case you are hit. Keep your feet together and sit on the ground, preferably in a ditch or other low spot. This is not as safe as a shelter, but much better than seeking protection under a tree.

During hot, hazy summer days we will all see what is called *heat lightning*, which is lightning from a storm far away reflected off the clouds. It is so far away that it's not dangerous.

You can easily figure out how far away lightning is by counting the seconds between seeing lightning and hearing thunder, and then dividing the number by five. For example, if there are five seconds between the lightning and thunder, the lightning is one mile away. Remember that lightning can travel 10 miles from the storm, so it is important to seek shelter as it begins to get closer.

Curious as to what causes lightning and thunder? Lightning is a giant spark of electricity that starts in the clouds. As warm air rises into the atmosphere during a thunderstorm, it grows colder as it rises. Moisture from the rising air forms water drops, ice particles and snowflakes in the clouds. The snowflakes and ice particles collide with each other, building up charges of static electricity. When enough charge builds up, a lightning bolt occurs.

Thunder results when lightning heats the air, causing the air to expand very quickly, and then to quickly cool, causing it to contract. The expanding and contracting creates a shock wave heard as thunder.

Remember, if you see signs of a storm developing, "Own the Edge," and use composite risk management and assess the dangers involved. When you see the first lightning and hear the first thunder, seek appropriate shelter.

For more information, visit the National Oceanic and Atmospheric Administration Web site at <http://www.lightningsafety.noaa.gov>

INSCOM INSIGHT

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INSCOM welcomes Lean Six Sigma

by Staff Sgt. Christina O'Connell
INSCOM Public Affairs

Throughout the Army, commanders are looking for ways to cut operating costs, business practices of Lean Six Sigma (LSS) are reducing expenses and improving productivity throughout manufacturing, contracting, administrative services and even recruiting.

But what exactly is Lean Six Sigma? And where does it fit into the U.S. Army Intelligence and Security Command?

Lean Six Sigma is a combination of two business-improvement systems, Lean and Six Sigma. Lean refers to the reduction of waste, or the elimination of unnecessary steps in a process to increase speed and productivity. For example, a document may need the approval of the high-

est ranking person in the office before it can be completed, but is their approval necessary, especially with the time the document spends on their desk? How often do they actually disapprove the documents? Those are the types of questions Lean looks at in order to eliminate steps in a process that are a waste of time.

Six Sigma is the reduction of variance to improve system performance. Simply put, this means getting the job done right the first time, on time and to the expectations of the customer. Six Sigma was created to improve customer satisfaction, reduce cycle time and reduce defects. Together, Lean and Six Sigma free up resources and help ensure quality equipment and services are quickly provided to Soldiers.

INSCOM has implemented LSS, with the team joining the

Strategic Management and Information Office. The LSS team is currently comprised of two personnel who were selected in August. The team is projected to have eight people by the end of fiscal year 2007, bringing two new personnel on board every six months.

"Why are you going to care about this? Because what it really does is empower the workforce to do their job better and provides the tools," said Dr. Trish Selcher, former INSCOM LSS project sponsor. "By getting rid of the stuff that gives us headaches at work, we can be more productive and it will make the job much less stressful."

The first of many projects to be undertaken by the INSCOM LSS team came from the top. The Department of the Army

See LSS, Page 4



U.S. Army photo

ALL-AMERICAN BOWL

Active Army, Reserve and National Guard Soldiers are invited to receive national and hometown recognition for serving our nation while also meeting some of the top football athletes in the country during the 2007 All-American Bowl Jan. 6 in San Antonio, Texas.



If you have served in Operations Enduring or Iraqi Freedom, and received a Silver or Bronze Star, or a Purple Heart, you may be eligible to participate in the week-long activities Jan. 2-7.

For more information and complete eligibility requirements, contact Brian Murphy at 703-428-4697.

TSCM offers challenging training to intel Soldiers

The U.S. Army Technical Surveillance Countermeasure program is seeking qualified applicants for world wide positions. TSCM is a dynamic and challenging technical specialty within the counterintelligence field, and provides support to all echelons from the war-fighters to the Department of Defense and the White House.

Technical Special Agents must pass extensive and mentally rigorous training at the Technical Counterintelligence School. Upon graduation, TSAs are given an Additional Skill Identifier and enter into a one year certification program.

Applicants must be either a 35L with the rank of E5 to E7, or a 351L with the rank of

warrant officer 1 to chief warrant officer 2. The applicant must also have four to 15 years of service.

In general, applicants must have one tour as a counterintelligence agent, good eyesight and hearing, and either a 120 on the Electronics Aptitude Battery of the Armed Services Vocational Aptitude Battery or credit for college-level algebra, and have completed a comprehensive course in electronics fundamentals.

For additional requirements refer to Army Regulation 381-14 (C) Technical Counterintelligence.

For more information, contact Master Sgt. Victoria Thomas at 703-706-1275 or Chief Warrant Officer Clinton K. Watson at 703-706-1624.

From LSS, Page 3

identified 20 core processes that needed attention, and ranked fifth on the list was the process of personnel security investigations. A Congressional mandate requires that security investigations be completed in 30 days, which is different from the nearly five months each case currently spends at the Central Clearance Facility (CCF) at Fort Meade, Md.

The INSCOM LSS team has taken on the project of the CCF security investigation process. Though the team is currently still investigating and gathering data, the team is optimistic about the initial findings and their ability to improve the CCF process, according to Selcher.

"We've found that in the four and a half months each case spends at CCF, only one and a half hours are actually

spent working with it," said Selcher. "A lot of handling, filing and waiting on additional information keeps it from getting completed."

The LSS team has found several steps in the CCF process for security investigations that do not add any value to completing the cases, which is what the team is there to help fix, and save the Army time and money, said Selcher.

Strides made through LSS practices may best be seen on manufacturing and repair floors such as at Red River Army Depot, Texas, which can now turn out 32 mission-ready Humvees a day, compared to three a week in 2004.

"We're getting tremendous payback because of Lean Six Sigma," said Col. Douglas J. Evens, depot commander. "We saved, last year alone, \$30 million on our Humvee line. It's not only in dollars but also in the

number of vehicles that we can get to the Soldiers who need them."

Throughout the Army, LSS is yet to be implemented in every unit like it has in INSCOM, but is slowly working toward its goal.

"Lean Six Sigma is a lot different from the programs we tried to implement before," said George E. Kunkle III, process optimization manager at Corpus Christi Army Depot, Texas. "Initial response to Lean Six Sigma may be resistance, but it only takes one event for people to see right away that this is the right decision."

(Editor's note: Some information and content used in this article was provided by the article "Lean Six Sigma eases fiscal constraint challenges" by Beth Reece, Army News Service.

Selcher no longer works on the INSCOM LSS team but on projects elsewhere.)

Faith through adversity

by Staff Sgt. Christina O'Connell
INSCOM Public Affairs

More than 30 years ago, an Army chaplain handed a bible to a troubled young Soldier and guided him through the New Testament. His mentorship changed the Soldier's perspective and life, and put the young man on a path to serve God and country by sharing his own spiritual guidance with Soldiers.

Chaplain (Lt. Col.) Charles L. Howell, deputy command chaplain for the U.S. Army Intelligence and Security Command, began his Army career straight out of high school as an enlisted artillery Soldier in the early 1970s. Soon after, Howell faced some adversity, and through it, he found faith.

"I was converted while reading a bible my chaplain gave me," recalled Howell. "As a young Soldier, I got in trouble with a DUI and everyone in the unit treated me terribly but the Chaplain. He made a big impression on me. He did a good job of mentoring me and it changed my perspective. The wisdom, compassion and advice from him changed me. He showed me how to get out of my hole."

Howell's newly-found faith was the first of many blessings for the young Soldier while stationed in Germany, as he also met his wife Sharon at the chapel and later became the father of their two children, Josh and

Kristina.

Although Howell enjoyed his first four years of service, he made the decision to leave active duty and pursue his education at a Seminary while serving on the Tennessee National Guard.

"I intended to be a pastor when I graduated from seminary," said Howell. "I didn't plan on coming back into active duty, but I had a lot of fun. I loved it. It was great to be back in uniform and around the Soldiers. I found the 18 to 20 year olds weren't that different from where I was when I got out."

Howell's first assignment as a chaplain was at Fort Gordon, Ga., which he initially planned on making his one and only.

"Every three years, I'd say, 'After this tour, it'll be over,' but when I made major, they told me I had to make a decision to stay or go," said Howell. "But I love Soldiers and I love being a Soldier. And now, I have 25 years in and my family won't let me retire!"

Howell's family supports his decision to continue serving his country and providing spiritual guidance to Soldiers during a time of heavy deployments and hardships.

"The young Soldiers now are healthier, smarter and we expect more from them, and

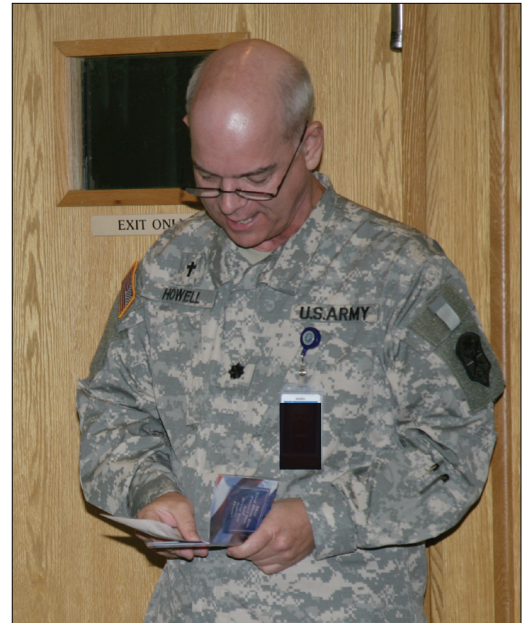


photo by Bob Bills

Chaplain (Lt. Col.) Charles L. Howell leads INSCOM Soldiers and civilians in a prayer during a Prayer Breakfast Sept. 12.

they step up," said Howell. "I'm impressed with them. There's no doubt in my mind the young people in the Army today can do anything they want to, but they are here. And, I am here for them."

When the time comes for Howell to retire, he plans to put his Doctorate of Ministry to good use and enjoy more quality time with his family.

"Now that the kids are grown and out, we're empty-nesters and we like enjoying nature and history, going to museums and historical places," said Howell.

For the time being, Howell will continue to serve by bringing to INSCOM the guidance and compassion he learned 30 years ago from his mentor.

WOLF TRACKS

by **Wayne L. Kinsey**
INSCOM Operational Security

Most people are familiar with the term *hacker*, but are you aware that the first well-known hackers got their start by accessing and using telephone systems for their purposes? How? They gathered manuals on the systems of interest from the **trash bins** of the telephone companies.

TRASHINT, the collection of information of intelligence value from trash, has been recognized as a valuable source of information for decades. A commonly known trend in information collection involves targeting open source information, to include information discarded in the trash. At Ramstein Air Force Base in Germany, an Air

Force officer produced a Top Secret document by combining information from computer runs in the trash. Furthermore, embassy personnel observed trash collectors taking computer runs from the trash of the American embassy in Paris and placing it in the cab of their trucks. These are only two examples of TRASHINT in action.

Recently U.S. Army Intelligence and Security Command headquarters underwent a Vulnerability Assessment in which the assessment team found items containing sensitive information located in dumpsters. In addition, another INSCOM organization discovered the same problem during random searches of their trash bins.

As an organization, INSCOM must strengthen its Operational Security posture. As individuals, we must ensure that we know and understand the importance of protecting sensitive information. Have you looked in your trash containers recently?

The solution to the problem

is simple and inexpensive, as most OPSEC countermeasures are. Here are some tips to follow:

1. Place **all** paper in classified trash bags for burning or shredding.
2. Dispose of CDs, thumb drives and floppy disks as classified trash to ensure that sensitive information is protected.
3. Observe what others are placing in the trash and remind them, if necessary, of the need to protect sensitive information.
4. Remember, OPSEC is everybody's business.

This is an area of OPSEC that you should also practice outside the office. What personal information do you discard in your trash at home?

Direct all questions, issue and recommended OPSEC topics for future publication to Wayne (Larry) Kinsey, 703-706-1820, DSN 235-1820.

General Douglas MacArthur Leadership Award



For more information, contact Ron Gunter or Gloria Rallis at 703-428-4687/4681.

It is time to begin submitting nominations for the General Douglas MacArthur Leadership Award and earn junior officer leaders the recognition they deserve. The award recognizes company grade officers who demonstrate the ideals for which MacArthur stood—duty, honor and country.

INSCOM nominations must be turned in by Dec. 8 for consideration.

All nomination packets must include the following:

- A memorandum endorsed by the nominee's chain of command.
- Single page with full name, rank, social security number, branch, unit and address, position, phone number, home address and phone number, and e-mail address.
- Leadership accomplishments during FY05 in a narrative summary no longer than two full pages, double-spaced and 12-point type size.
- Current Officer Record Brief.

Highlight History

CRYPTOGRAPHY

Cryptography, or code-making, dates back to the ancient world. Traditionally, encryption methods have involved pen and paper, bulky code books and perhaps simple mechanical aids. In the 20th century, however, these traditional methods gave way to complex electromechanical cipher machines.

In its artifact collection, the History Office has maintained several of these cipher machines that represent the shift in cryptography during the World War II era.

Perhaps the best known of all cryptographic systems is the German Enigma, a portable cipher machine. Although developed for commercial purposes in the early 1920s, within two decades the machine had been adopted by the German military as a means to provide secure

radio communications.

Throughout the war, Germany made widespread use of Enigma to maintain command and control of its far-flung military, confidently depending on its security. Their confidence, however, was unfounded for the Allies had learned how to decipher the Enigma messages, and thus could “read” the German military traffic.

While not nearly as famous as German Enigma, the American Converter M-134 C—or SIGABA—proved much more successful. Like the Enigma, it used an electromechanical system of rotors to encipher a message. Instead of five rotors, however, the SIGABA had three rows of five, presenting enemy cryptanalysts a formidable and com-



File photo

The SIGABA cipher machine's code was never broken by an enemy.

plex cipher. In fact, no enemy was able to break its security in its service lifetime.

The SIGABA machine is displayed on floor B2 of the Nolan Building. Both the SIGABA and Enigma machines can be viewed at INSCOM's new online museum: http://www.inscom.army.mil/museum/vm_index.asp

A tour through INSCOM history...

Maj. Gen. William I. Royla, U.S. Army Intelligence and Security Command's first commander, encouraged the collecting of artifacts related to Army intelligence and envisioned INSCOM someday having a museum.

Taking advantage of modern technology, INSCOM has developed an online museum, showcasing artifacts from the History Office's collection.

INSCOM's Virtual Museum takes visitors on a tour through the history of Army intel-

ligence from its modern beginnings in World War I through its involvement in the Vietnam War. The INSCOM historical artifact collection is a tangible tie with the past, a physical reminder of the accomplishments, amid sacrifice, of our intelligence forebears and the legacy they've left us today.

Start your tour at the unclassified INSCOM home page. Click on "ABOUT INSCOM" and select the "MUSEUM" link.

WARRIOR WEEK TRAINING

by Capt. George Weilhamer
66th MI Group

Leadership development and training will always be defined by what resources are applied to the process. Since many will command or serve in an environment where training resources are limited, an effort should be made so that the unit is never constrained by that challenge. The unit should embrace the uniqueness of the unit and its location in the world, and leverage every possible resource to accomplish training objectives in concert within a leadership development path.

One of the unique units

within U.S. Army Intelligence and Security Command is the Menwith Hill Military Intelligence Battalion of the 66th Military Intelligence Group. Located in the United Kingdom, the battalion is a relatively small unit comprised of less than 200 Soldiers assigned to Royal Air Force Digby, RAF Joint Analysis Center Molesworth and RAF Menwith Hill.

Leadership development and training for the Soldiers within the unit has provided challenges because resources are limited, personnel are spread across England and op-

erational constraints often limit what can be accomplished.

Cognizant of these challenges, the unit developed a plan to ensure the Soldiers assigned to Headquarters and Headquarters Detachment would be provided the necessary training to not only survive in combat, but to possess the attributes that would make them successful in any endeavor they chose to pursue.

"Every time a Soldier learns a new skill, so does the Army," said Staff Sgt. Josh Warehime,

See WARRIOR, Page 9



photos by Air Force Tech. Sgt. Jeremy Lock

An Opposing Forces Soldier shows a direct hit to the head during training caused by a Warrior Week trainee of HHD, 66th MI Group.



A 66th MI Group Soldier focuses on a target while low crawling through the mud at the Harrogate Paintball range.

From WARRIOR, Page 8

operations noncommissioned officer-in-charge, 66th Military Intelligence Group.

Three specific areas were identified that would focus on leadership development and training. Problem solving, forcing Soldiers to operate outside of their comfort zone and concentrating on survival were the three focus areas. All three would ultimately focus on training Soldiers at all ranks within the unit to understand how teams work together.

The unit specifically wanted the Soldiers to identify how leaders manage in pressure situations, learn that leadership can come from all Soldiers, realize that good leaders gather input from all of the Soldiers involved and practice conflict resolution.

The leadership training plan became incorporated into what is now called Warrior Week, which is the capstone exercise for HHD's Common Task Training and leadership training. The training agenda includes road marches, combatives, Nuclear Biological and Chemical training, radio procedures, medical evacuation requests, close-quarters battle training and Improvised Explosive Device identification. Warrior Week also includes confidence and obstacle course training with the unit's British Allies at the Army Foundation College. The courses are included to focus on small group dynamics and team-building. The Soldiers were also trained on squad tactics at a local paintball range.



photo by Air Force Tech. Sgt. Jeremy Lock

Sgt. Arthur Ford, HHD Soldier and a squad leader during the paintball exercise at the Harrogate Paintball Range, conducts movement to the objective.

"During paintball, due to a perfectly executed ambush by the OPFOR, all NCOs were 'taken out'," said Warehime. "This gave lower enlisted troops the opportunity to take charge, plan and execute a follow-on-mission to secure and evacuate a downed pilot. I routinely witnessed young NCOs and Soldiers stepping up and showing outstanding leadership skills."

The Warrior Week event has continued to gain momentum and has proven to be limited only by one's imagination. As lessons learned from current operations continue to emerge, leaders within the organization continue to move leadership development and training away from one-size-fits-all platform training toward a customized unit training plan.

Soldiers of the Menwith Hill MI Battalion said they feel they have benefited greatly from

Warrior Week training and continue to maintain a great working relationship with their host country allies through sharing training resources, as well as lessons learned from ongoing conflicts around the world.

"Warrior Week allows the Soldiers and noncommissioned officers to refine or develop combat-oriented leadership skills," said Sgt. 1st Class Chad Takett, HHD. "This gives them a better chance of survival if they deploy from here and allows them to quickly integrate into a tactical unit when they make a permanent change of duty station."

Resource availability and other challenges will always be present when dealing with unique organizations, such as overseas units, but HHD leaders did not allow that to obstruct the leadership development and training of their Soldiers.



photo by Brian Murphy

Above, Gregg Potter watches his ball in anticipation with teammates Darell Lance and Jeffrey Young. Right, James Hall keeps an eye on his putt.



photo by Staff Sgt. Christina M. O'Connell

INSCOM 2006 Golf Tournament



photo by Brian Murphy

Above, Mia Kelly follows through on her drive and Ron Gunter, right, throws up his arms after his putt during the INSCOM Golf Tournament at Gunston Course Sept. 8.



photo by Staff Sgt. Christina M. O'Connell